



Ontario

ONTARIO LABOUR RELATIONS BOARD

Business Plan

2014 - 2017

Chair – Bernard Fishbein

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ONTARIO LABOUR RELATIONS BOARD

Results Based Plan 2014-2017

Executive Summary

The Ontario Labour Relations Board continues to maintain its reputation for excellence and expertise and is working to improve service to the public by increasing use of case management and by increasing methods of access to adjudicative justice in the workplace community. Significant progress has been made in the development of a new, modernized electronic case management system to be implemented in 2014 including: the launch of pilot projects for e-filing. As well a project for video and teleconferencing hearings in the adjudication of Employment Standards appeals continues and a pilot project for the hearing of reprisal complaints under the OHSA' has begun; new policies related to the mediation and hearing of certification and termination cases in the construction industry filed during the "open period" 2013 were implemented. We expect to be reviewing new ways of expediting non open period certification and termination cases in 2014, in both the industrial and construction sectors

The Board is making a shift from appointing full-time Board Members ("sidespersons") to appointing part-time Members. It is expected that all Members (sidespersons) will be part -time in early 2014. The Board hopes in this way to broaden the scope and backgrounds of Members and to use Members more directly active in their respective communities.

Along with the initiatives outlined above, we anticipate our case loads will remain stable.

Notwithstanding the various new initiatives and pressures, the Board expects to be able to manage within its 2014/2015 staff allotment and budget.

Mandate and Statutory Authority

Mandate: To provide excellence in administrative justice through the effective resolution of labour and employment disputes.

The Ontario Labour Relations Board (the "Board") was established by section 2 of the *Labour Relations Act, 1948* and is continued by subsection 110(1) of the *Labour Relations Act ("LRA")*, 1995 S.O. 1995, C1, as amended. The Board is an adjudicative agency of the Government of Ontario and its staff are appointed under the *Public Service Act*.

The Board is an independent, adjudicative tribunal issuing decisions based upon the evidence presented and submissions made to it by the parties, as well as its interpretation of the relevant legislation and jurisprudence. By dealing with matters before it as expeditiously and fairly as possible, the Board provides effective delivery of neutral dispute resolution and adjudicative services, thereby encouraging harmonious relations among employers, employees and trade unions, and the just treatment of individual employees. It plays a fundamental role in the labour relations regime in Ontario.

Overview of Agency Programs, Key Activities and Strategic Directions

The OLRB can be described as engaging in two key activities: Mediation and Adjudication, primarily, although not exclusively, in the realms of Labour Relations, Employment Standards and Occupational Health and Safety. These two core functions are the foundation for the Board's vision of maintaining a reputation for adjudicative and dispute resolution excellence. The Board engages in these activities as it fulfills its mandate under three key statutes, as well as the nineteen others within its mandate. The Board hears and resolves applications for the certification of trade unions and the decertification of trade unions, unfair labour practice complaints, illegal strikes and lockouts, sale of business/related employer applications and employer reprisal complaints. As well, the Board settles and adjudicates appeals from decisions of Employment Standards Officers and Occupational Health and Safety Inspectors.

Adjudication – Vice-Chairs are lawyers appointed to the Board who draw upon specialized expertise in labour and employment law issues in hearing and determining the cases before them. The Board is quasi-judicial in nature and must conduct hearings consistent with the principles of natural justice and procedural fairness. The Board strives to keep its procedures informal, expeditious and fair, and to avoid being overly technical or legalistic. Board Members are appointed to sit on cases as part of the tripartite system. Board Members bring with them a unique knowledge of labour relations matters and issues as they affect their particular employer or union constituencies.

The Board has exclusive jurisdiction to exercise the power conferred upon it and to determine all questions of fact or law that arise. Its decisions are not subject to appeal and privative or finality clauses in the Labour Relations Act and other legislation limit the scope of judicial review. The Board is also entitled to determine its own practices and procedures, to make rules and to deal with issues on many case types in a consultative manner rather than a traditional hearing.

Mediation – The Board is considered expert in the area of alternative dispute resolution. Labour Relations Officers (Mediators) at the Board are responsible for mediating all cases coming to the Board. In addition to settling cases, the Mediators assist parties in identifying issues and streamlining cases in order to avoid unnecessary litigation.

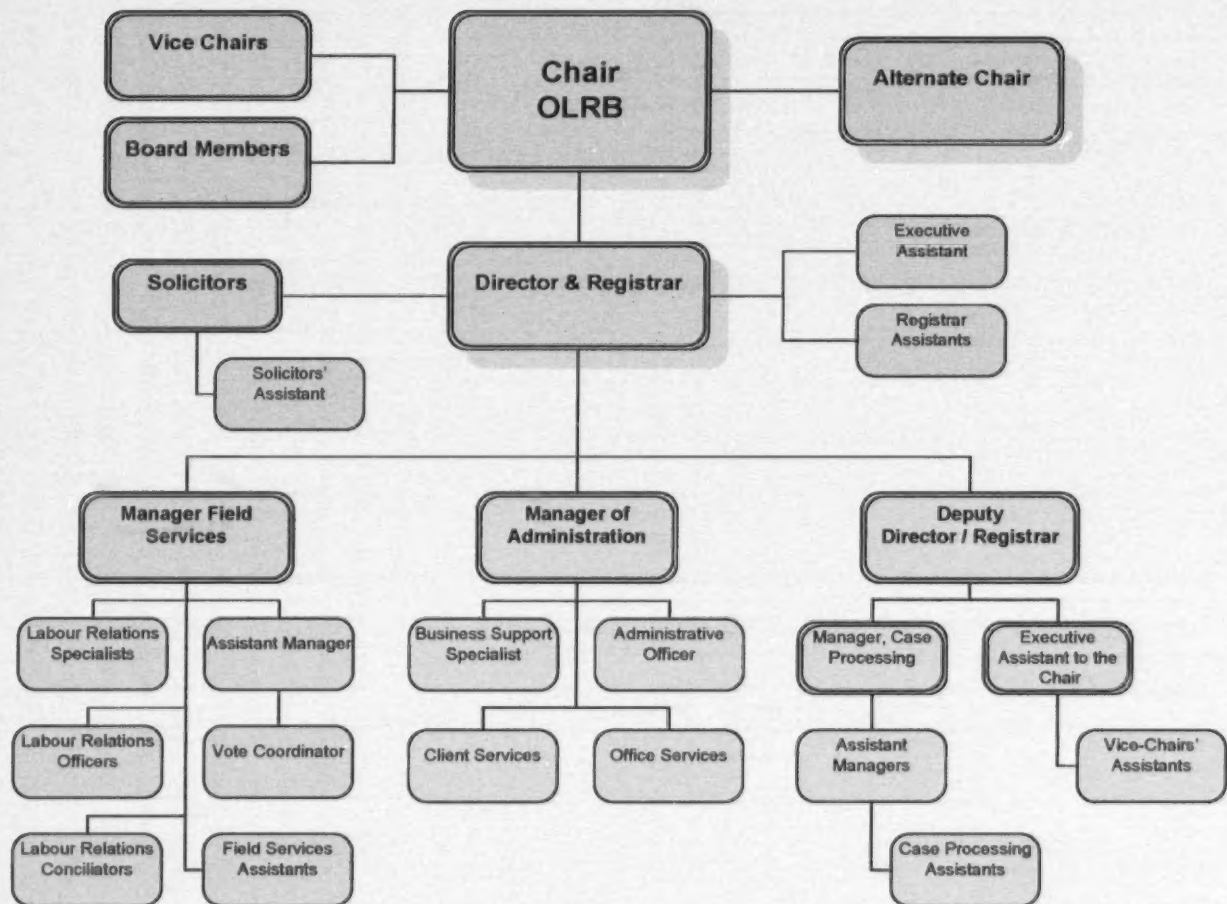
The provision of administrative services and adjudication (by way of cross appointment) to other related Tribunals - The OLRB provides services to the Pay Equity Hearings Tribunal, the Education and Colleges Relations Commissions. . Services provided by the Board include: administration and support staff, budgeting and scheduling expertise, human resources, legal services, library and information technology services and client services. The benefits of these arrangements include an efficient use of resources, consistency of process and outcome and the ability to maintain and monitor quality control practices. These objectives are accomplished while also safeguarding the particular and unique expertise of each agency or tribunal. In addition, effective January 2012, the Board entered into an MOU with the Ontario College of Trades to provide adjudicative expertise to this newly established agency. Many of the Board's vice chairs have been assigned to the roster of adjudicators to serve on the College's ratio review panels.

ERC/CRC: The role of the **ERC and the CRC** is to determine when, in its opinion, students' course of study is in jeopardy due to a strike or lock-out of a school or schools and to advise the government accordingly. In addition, in relation to the CRC, the Board provides for the supervision of last offer votes, strike votes and ratification votes. The OLRB provides administrative support to both Commissions. The Chair of the Board is cross-appointed as Chair of the ERC and CRC.

Pay Equity Hearings Tribunal: The Pay Equity Act established the Tribunal to hear and decide pay equity disputes. The Tribunal has exclusive jurisdiction to determine all questions of fact or law that arise before it and decisions of the Tribunal are final and conclusive for all purposes. The OLRB provides administrative support to the Pay Equity Hearings Tribunal. The Chair of the PEHT is a Vice- Chair of the OLRB. In addition, two Vice-Chairs and two Members are cross appointed from the OLRB.

Each year the Board undertakes an analysis of its operations and case management efficiencies and reports on its disposition costs. We are in the third year of a 3 – 4 year complete re-design and integration of all case management software with the goal of delivering timely, cost effective solutions to parties through the use of e-filing, better case management strategies and more effective scheduling as well as the introduction (where appropriate) of electronic hearings. Where feasible, we have engaged our stakeholders and community in the design of new processes with the result that electronic filing of construction cases (pilot project) launched in January 2013 with key, participating law firms. It is expected that this project will expand in 2014.

October 2013
ONTARIO LABOUR RELATIONS BOARD



OLRB Environmental Scan

External Scan:

The Ministry of Labour has adopted specific recommendations from the Dean Report relating to section 50 of the OHSA, including expedited referrals of these complaints to the OLRB for fast-tracked mediation/adjudication (including a new process for referrals being made directly by the Inspector). This process has now been implemented. As expected, the number of OHSA s.50 complaints has risen by approximately 50%.

Over the last few years, the amount of work from the construction industry is increasing, and the amount of non-construction work (other than ESA and OHSA matters), is decreasing. This puts increasing pressure on the Board to hire and retain Vice-Chairs and members with expert knowledge of the construction industry.

Client and stakeholder expectations for quicker, less expensive and less onerous forms of dispute resolution and adjudication are a constant pressure on the OLRB. The Board's case management system includes an expanded and flexible roster of adjudicators who, where appropriate, can use a range of options to handle cases including consultation rather than formal hearings or adjudicator-led mediation.

The Board continues to consult with the community about innovative ways of dealing with construction industry certifications to ensure more efficient processing of cases and therefore fewer hearing dates lost to the consideration of preliminary or production issues. However, this process results in more time spent by Vice-Chairs in the early stages of a case.

The increasing need to address and meet the cultural diversity of our client groups and to deliver accessible services across all channels will continue to be a pressure and a priority for the Board.

Internal Scan:

The Board is responsible for mediation and adjudication under a number of statutes (LRA, ESA, OHSA, etc.) and for providing services to other Tribunals, for example the Pay Equity Hearings Tribunal, resulting in the necessary cross appointment of adjudicators and more complex administrative arrangements. Currently, a number of the Board's adjudicators are cross appointed to the Human Rights Tribunal of Ontario, the Pay Equity Hearings Tribunal and the College of Trades. The increasing demands associated with the OLRB's own steady caseload, the ongoing difficulty in filling adjudicator positions, and the increase in cross-appointments are a pressure on the Board's resources.

The increased case load at the OLRB as well as the cross-appointment of OLRB adjudicators to other tribunals means that Vice-Chairs are asked to take on an increasing workload. Vice-chair salaries have been frozen for at least 3 years and, perhaps more significantly, are increasingly less attractive to those from the private sector. The starting rates for Vice-Chairs (who are all lawyers) are roughly equivalent to salaries being paid to first and second year lawyers at law firms that regularly appear before the Board. As well, starting Vice-Chair salaries are approximately \$40,000 to \$70,000 less than the salaries mandated by the Government for the solicitors the Board hires, and for lawyers throughout the Ontario

government. These salaries are also dramatically less than Vice-Chairs earn as private arbitrators and mediators which has resulted in a history of Vice-Chairs leaving the Board as experienced adjudicators and mediators to successfully pursue private careers at enhanced income levels.

This especially is an issue for the Board in relation to attracting and keeping adjudicators familiar with the Construction industry. Over the last 6 months the Board has lost two experienced Construction VCs, and has been able to attract one new construction Vice-Chair. In order to meet the needs of the construction community we have increasingly assigned non-construction Vice-Chairs to the less complicated construction matters. Over time we hope to extend the assignment of currently non-construction Vice-Chairs to do construction work. Initially this has been somewhat of an issue with the Construction Community who would prefer to appear before Vice-Chairs with extensive construction experience.

A recently updated Government Directive states that appointees will not normally be appointed in excess of 10 years except in exceptional circumstances. The increasing work load, pay freeze and job insecurity associated with the limits imposed on appointment terms will almost certainly eventually result in the loss of extremely valuable, senior OLRB adjudicators and make it difficult for the OLRB to attract well qualified replacements as part of its succession plan.

Demographics and business needs have accelerated the need for succession and recruitment activities to support a modern service organization that reflects Ontario's diversity and is well positioned for the future. Training, development and engagement activities (and their related costs) will be maintained as priorities. In addition, the Board continues to review its management structure and staffing mix to remain as responsive as possible to the community we serve.

The project to re-design and integrate all of the Board's case management software to allow for increased usage of e-filing, e-mail communications, monitoring and managing caseloads, more effective scheduling etc. is slightly behind schedule. The project continues to demand a great deal of involvement and time from Board staff and management.

The Board supports the development of the corporate strategic approach for embracing and enhancing diversity across MOL and at the OLRB. It provides leadership in the development and implementation of initiatives to increase employee awareness, understanding, respect and engagement.

Strategic Plan Implementation and Risk Assessment

Environmental Scan Issues:	Key Strategies and Implementation (Identifying Risks)	Risk and Operating Implications (Assessing Risk)	Strategy for Mitigating Risk (Taking Action on Risk)
Caseload Pressures: cross appointment and collaboration with other tribunals (PEHT, OCOT), Construction sector activity increasing Increase in inter and intra union disputes.	(i) Service Delivery and Operational Risk (ii) Legal Compliance Risk (iii) Stakeholder Satisfaction/Public Perception Risk (iv) People/HR Risk	(i) Service levels could be jeopardized. (ii) Case disposition times and statutory mandate impacted. Institutional responsiveness impacted. (iii) Possible Client dissatisfaction.	(i) Modern case management strategy in place to deliver timely, cost effective solutions to parties. Expanded adjudicator case management and mediation, increase in use of electronic or written hearings (where appropriate), enhanced use of consultation power. (ii) Resources constantly reallocated to balance real and anticipated case/policy/and program pressures. (iii) Recruitment underway for VCs and succession plans being implemented to fill service gaps and organizational needs. (iv) Ongoing review of Board's Management structure and staffing mix
Expenditure controls and constraints	(i) Financial Risk (ii) Stakeholder Satisfaction (iii) Legal Risk (compliance with corporate/legislative obligations)	(i) Service levels could be jeopardized. (ii) Case disposition times and statutory mandate impacted. (iii) Institutional responsiveness impacted. (iv) Possible Client dissatisfaction.	(i) Fiscal strategies reviewed quarterly and contingency offsets identified to safeguard statutory and program priorities and create savings (ii) Follow objectives to maximize service with minimum business cost – travel audits, travel policy, alternative service delivery models etc. (iii) Leverage Ministry and corporate resources to meet targets and objectives
New technology requirements	(i) Technology Risk	(i) The creation and implementation of a new case management system in 2014 should mitigate the risks associated with our current, outdated and partly unsupported, technology.	(i) Implementation of Sharepoint 2010 underway (ii) Development of new Case Management system underway. Expected to be fully functional by June of 2014. (iii) Maximization of current technologies
Difficulty in the recruitment and retention of Vice-Chairs (two full-time positions currently open for recruitment).	(i) People risk	(i) Will affect case disposition times if unable to hire effectively. Potential loss of institutional memory. New (junior) appointees may require longer training times than more senior or experienced hires. Appointments may not live up to the expectations of the parties.	(i) The recruitment of 2 new Vice-Chairs to be completed in 2014. The Board will recommend the extension of the terms of most if not all of its senior Vice-chairs.

Key Activities with Stakeholder Groups

Advisory Committee: The Ontario Labour Relations Board has established an Advisory Committee whose mandate is to function as a consultative group for the Board. The Committee is composed of members of the labour and management side bar, Director of Legal (MOL), representatives from the Ontario Bar Association Labour & Employment Law Section (plus OLRB Chair, Director/Registrar and Solicitor) and acts as a resource to the Board for consultation/feedback. The Committee meets three (3) times per year, and more often if necessary. Committee membership and minutes of meetings are posted on the Board's website.

Internship Programs: Collaborative external partnership programs with client labour law firms and post-secondary institutions continue. The program provides opportunities for students currently articling and recent graduates (and/or current students of MIR and Labour Studies programs) to put their academic training to practical use with a hands-on professional learning experience at the OLRB.

Outreach: Regular community outreach by the Chair, Alternate Chair, Director and Deputy Director/Registrar at consultations held with client and stakeholder groups. These individuals are invited to and routinely speak at professional and stakeholder conferences, conventions, seminars, continuing education programs and meetings. Upcoming events in 2014 include:

Representation at Labour Board conferences

Conference of Labour Boards – May and October 2014

Conference of Labour Board Chairs and Senior Administrators – June 2014

Association of Labour Relations Agencies (ALRA) – July 2014

Council of Canadian Administrative Tribunals (CCAT)

Society of Ontario Adjudicators and Regulators – 2014

Ontario Bar Association

Canadian Institute of Administrative Justice

The OLRB provides services in both official languages, including the publication of forms, information bulletins, brochures etc, and strives to ensure the accessibility of our websites and the conduct of hearings. The ability of our clients and stakeholders to readily communicate with the Board in an accessible manner in either French or English - from reception through to adjudication – continues to be a priority.

Communications Plan

The OLRB will continue to communicate with its community through the use of our website and through our regular publications: *HIGHLIGHTS*, Bi-monthly Reports; Annual Report, Notices of the Community, etc. Engaging the community through regular participation in the Canadian Bar Association of Ontario Labour sub-section will also be part of our ongoing dialogue with our client and stakeholder groups. The Chair regularly meets with a large cross section of the parties and counsel that regularly appear before the Board. Improvements to our website are underway and will continue through 2014 and 2015.

Human Resources Plan OLRB 2014- 2016

Priority	HR Plan Strategy	HR Issues and Impact	2014-16 Actions to Address
1	Recruit and Retain VCs	(i) May lose senior adjudicators due to 10 year rule (ii) May be unable to attract new VC's, in light of low salaries and term hiring (2 year then 3 year, then 5 year appointments)	(i) Discussion with MOL + Public Appointment Secretariat
2	Modern Workplace Strategy	(i) Impacts organizational responsiveness, effectiveness (ii) Modernize service delivery (iii) Supports high-level decision making	Implementation of strategies relating to modern governance and effectiveness, and modernized service delivery: (i) The Director / Registrar of the Board is retiring at the end of 2014. A succession plan is in place so as to minimize transition issues. (ii) Recently hired new permanent Manager of the Mediation Branch of the Board. This should assist in creating stability among the group and should assist in the implementation of new technologies. (iii) Business Services: Business Support Specialist. The Ministry has decided to provide IT services centrally rather than our having 2 IT positions in house. As a result, and in relation to our expected new technology, we expect to hire another Business Services Support Specialist (on contract) in 2014. (iv) Will need to implement changes in how we do business in light of the development of a new case management system. A team within the Board is mandated to work in the end of 2013 and through 2015 to work on and implement business changes resulting from the new Case Management system.
3	Succession Planning (Support Staff, LRO's and Management)	(i) Adjusts human resources to meet ongoing and future business demands including French Language Services considerations and Diversity goals. (ii) Identifies external and internal candidates for future positions; focuses on key business/HR needs (iii) Ensures orderly transition and sustainable modern service delivery (iv) 10 year rule succession planning to commence in 2014-15	(i) The hiring of a French speaking mediator and Vice-Chair (ii) Approximately 4 senior mediators are retiring in 2015. We expect to hire their replacements about 6 months before the retirement to allow for knowledge transfer. We expect to use open competitions to fill these positions so as to attract those currently working in the labour relations community. (iii) In 2014 we will revise our succession planning documents to take into account changes in the organization
4	Employee Engagement Training Reward & Recognition Diversity and Equitable Leadership Investment Accessibility	(i) Advances HR organizational goals/objectives for flexible, trained staff; improves retention and morale, engages staff, sustaining staff interest and modern organizational growth.	Continue to engage through: Developmental opportunities, Expressions of Interest postings, job shadowing, cross assignments and secondments, Promote training and learning opportunities for staff and managers: (i) Diversity and Equitable Leadership (ii) Ethics and Conflict of Interest (iii) Accessibility Formal staff recognition/award events at year-end. Advance Ministry GEM award nominees where/when appropriate.

Information Technology / Implementation Plan 2013 - 2016

The OLRB will continue to advance its I&IT strategy to improve operational efficiency and service delivery. Over the next year we expect to implement the new Case management System, including e-filing (a pilot launched in 2013) and expanded e-mail communications both to and from the parties (pilot underway). Despite an incomplete case mgmt. system (CMS) and with only a partially integrated Data/Document Mgmt. System (DMS), the Board has managed significant operational advances through the application of advanced technology such as electronic files and imaging.

Indicated Priority	Initiatives	Contribution to your key activities	Agency Planning	
			Initiatives Underway/Planning (2014-16)	Plan for 2014/2016
1	Integrated Case Mgt. Framework: Sharepoint 2010 , Outlook	(i) Improves operational efficiency/ workflow (ii) Improves access to and sharing of information (iii) Improves client service (iv) Streamlines communication (v) Reduces costs/time (vi) Maximizes program synergies	(i) NGD upgrade to Windows 7 and Office 2010 to occur by early 2014 (ii) upgrade and migration of data from Sharepoint 2003 to Sharepoint 2010 to occur by early 2014. (iii) New integrated case management system to be in place by June 2014	(i) training in relation to each initiative will begin in late 2013 and continue through 2014. (ii) Business processes are being reviewed and will take place partly through the introduction of the new case management system. Other changes will be developed in the year after the system is introduced
2	e-Service Options	(i) Improves operational efficiency (ii) Integrates with functionality of new Case Management system (iii) Streamlines access to services (iv) Reduces costs	(i) We are currently e-mailing all correspondence to law firms. (ii) E-filing Project underway for cases related to the mediation and adjudication of all Construction Industry grievances, including applications, responses,	(i) We expect this to expand to all counsel and parties that have e-mail. (ii) During 2014 we will be expanding the use of e-filing for grievances (currently used by 4 law firms). We will also be introducing e-filing for all OHSA matters.
3	Video Conferencing and teleconferencing	(i) Improves operational efficiency (ii) Reduces travel costs for adjudication (iii) Improves regional access to services	(i) Pilot project underway using SKYPE to hold hearings in some Employment Standards Act matters (ii) Ensuring system performance adequate to meet demands (iii) Securing client partners	(i) The pilot project has proved to be successful. We are intending to expand the using of video and teleconferencing to s74 applications and some OHSA matters.
4	"Virtual Office" Remote work tools kit	(i) Enables Vice-Chairs and Mediators to work independently from remote locations (ii) Improves communication (iii) Improves operational efficiency	(i) VPN protected ability to work from home and while traveling for work – applies to Vice-Chairs and Mediators.	(i) Expand program to all Vice Chairs and Mediators.

APPENDIX A – FINANCIAL: OLRB 2013-16

FY 2014-15 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6		11,035.2		11,035.2
OLRB IT Project											
Mediation											
Adjudication											
Operations											
							-		-		-
Program Sub-total	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6	-	11,035.2	0.0	11,035.2
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	101.0	8,136.7	978.9	542.9	2,964.8	116.4	3,624.1	-	12,739.7	-	12,739.7
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		22.0
Total Revenue		-	-	-	-	-	-	-	-	-	432.0

FY 2015-16 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6		11,035.2		11,035.2
Mediation											
Adjudication											
Operations											
Program Sub-total	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6	-	11,035.2	-	11,035.2
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	101.0	8,136.7	978.9	542.9	2,964.8	116.4	3,624.1	-	12,739.7	-	12,739.7
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		22.0
Total Revenue		-	-	-	-	-	-	-	-		432.0

FY 2016-17 (\$000)											
Program/Region	FTE	Salaries & Wages	Benefits	Transp. & Comm.	Services	Supplies & Equipt.	Total ODOE	Transfer Payment	Sub-Total	Recoveries	TOTAL
Ontario Labour Relations Board	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6		11,035.2		11,035.2
Mediation											
Adjudication											
Operations							-		-		-
Program Sub-total	101.0	8,136.7	978.9	542.9	1,260.3	116.4	1,919.6	-	11,035.2	-	11,035.2
Lease					1,704.5		1,704.5		1,704.5		1,704.5
Grand Total	101.0	8,136.7	978.9	542.9	2,964.8	116.4	3,624.1	-	12,739.7	0.0	12,739.7
Revenue											
Construction Grievances							-		-		410.0
Subscriptions							-		-		20.0
Total Revenue		-	-	-	-	-	-	-	-	-	430.0

APPENDIX B – FTE LIMIT: OLRB 2014-16

Compensation Group	2014-15						2015-16						2016-17					
	Regular		Fixed Term		Total		Regular		Fixed Term		Total		Regular		Fixed Term		Total	
	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies	FTEs	Funded Vacancies
SMG / ITX	2.0				2.0	0.0	2.0				2.0	0.0	2.0				2.0	0.0
MCP	27.0	2.0			27.0	2.0	27.0	2.0			27.0	2.0	27.0	2.0			27.0	2.0
Excluded					0.0	0.0					0.0	0.0					0.0	0.0
OPSEU	44.0				44.0	0.0	44.0				44.0	0.0	44.0				44.0	0.0
AMAPCEO	5.0		1.0		6.0	0.0	5.0		1.0		6.0	0.0	5.0		1.0		6.0	0.0
PEGO					0.0	0.0					0.0	0.0					0.0	0.0
ALOC					0.0	0.0					0.0	0.0					0.0	0.0
OCAA (Excluded)	2.0				2.0	0.0	2.0				2.0	0.0	2.0				2.0	0.0
PSAT					0.0	0.0					0.0	0.0					0.0	0.0
AOPDPS					0.0	0.0					0.0	0.0					0.0	0.0
OPPA					0.0	0.0					0.0	0.0					0.0	0.0
Minister's Staff					0.0	0.0					0.0	0.0					0.0	0.0
OIC	17.0				17.0	0.0	17.0				17.0	0.0	17.0				17.0	0.0
To be Determined		1.0			0.0	1.0		1.0			0.0	1.0		1.0			0.0	1.0
Students					0.0	0.0					0.0	0.0					0.0	0.0
Total	97.0	3.0	1.0	0.0	98.0	3.0	97.0	3.0	1.0	0.0	98.0	3.0	97.0	3.0	1.0	0.0	98.0	3.0

TOTAL with Funded Vacancies

101.00

TOTAL with Funded Vacancies

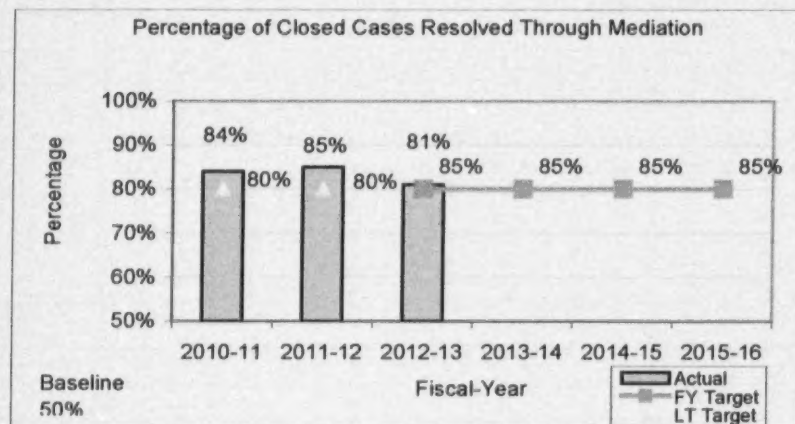
101.00

TOTAL with Funded Vacancies

101.00

Appendix C – Performance Measures (Public): OLRB 2013-2016

Percent Settlement of disputes without requirement for litigation at the Ontario Labour Relations Board.



Ministry Contribution

► As an independent, quasi-judicial tribunal the Ontario Labour Relations Board (OLRB) promotes safe, fair and harmonious conditions in Ontario's workplaces by consistently mediating settlements in at least 80-85% of the labour relations/employment disputes disposed of annually.

What does the graph show?

► Minor fluctuations in settlement trends are impacted by the changing nature and complexity of disputes, economic cycles, legislative initiatives, expanded jurisdiction and differing case types.

2013-2016 Commitments

► 80-85% of disputes settled without litigation at the OLRB.

Long-term Target

► Maintain 80-85% of disputes settled without litigation at the OLRB.

× Proposed for Publication

μ Internal Use Only

× Existing Measure

μ New Measure